



Sustainability Performance Update

22 April 2024



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Alternative Performance Measures

Throughout this document a range of financial and non-financial measures are used to assess our performance, including a number of financial measures that are not defined or specified under IFRS (International Financial Reporting Standards), which are termed 'Alternative Performance Measures' (APMs). Management uses these measures to monitor the Group's financial performance alongside IFRS measures to improve the comparability of information between reporting periods and businesses. These APMs should be considered in addition to, and not as a substitute for, or as superior to, measures of financial performance, financial position or cash flows reported in accordance with IFRS. APMs are not uniformly defined by all companies, including those in the Group's industry. Accordingly, it may not be comparable with similarly titled measures and disclosures by other companies.

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Integrated approach to sustainability

Safety & Introduction

Duncan Wanblad Chief Executive

2023 sustainability performance

Helena Nonka Strategy & Sustainability Director

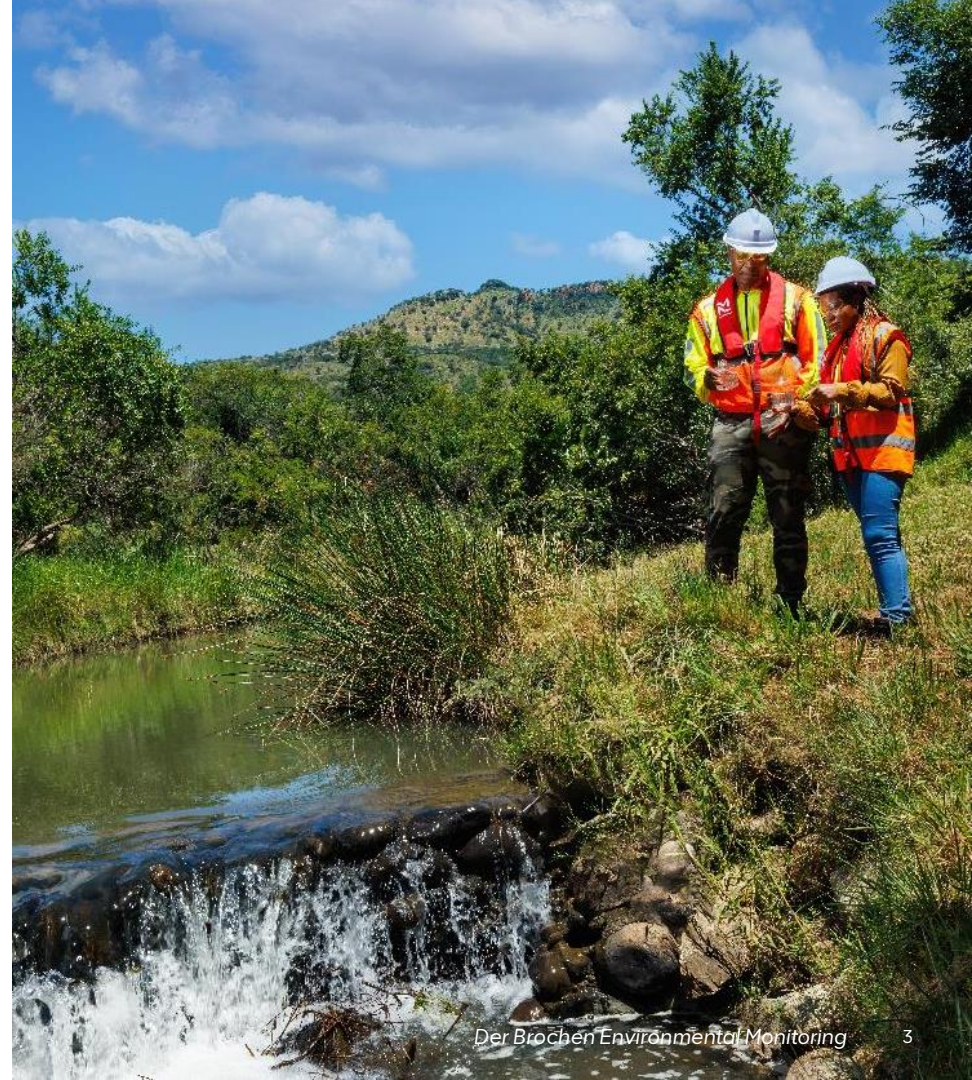
Sustainability unlocking value: Nature

Helena Nonka Strategy & Sustainability Director

Ian Hudson Head of Nature and Land

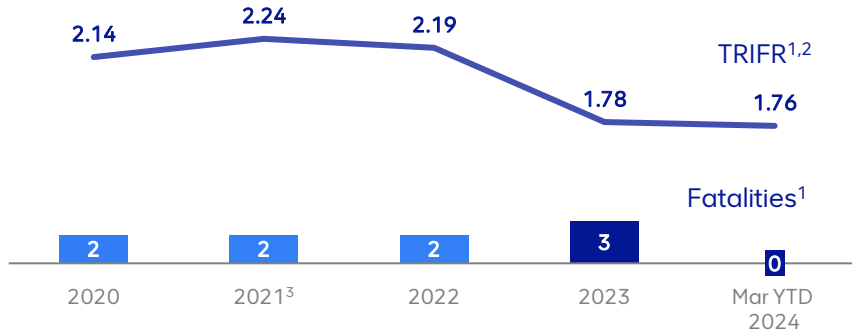
Closing messages

Duncan Wanblad Chief Executive



Committed to zero harm

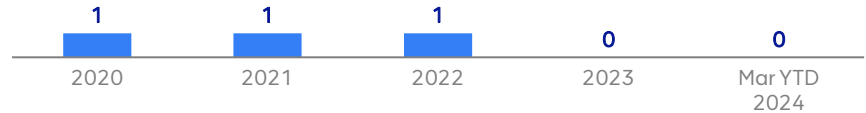
Safety



Lowest ever TRIFR; Target of zero harm through our 'Always safe' vision

Environment

Level 3 & above significant incidents^{1,4}



Digitalised planning & controls enable predictive analysis & improvement

Continuously improving approach to safety

Insights



Strengthened site supervision at more remote sites

Quality onboarding of the contracted work force

Human centred approach when designing work, equipment, and processes

Independent



Independently led investigations with **Subject Matter Experts** drawn from Group or wider industry

Key findings **shared** with industry partners and working groups e.g. ICMM

Actions

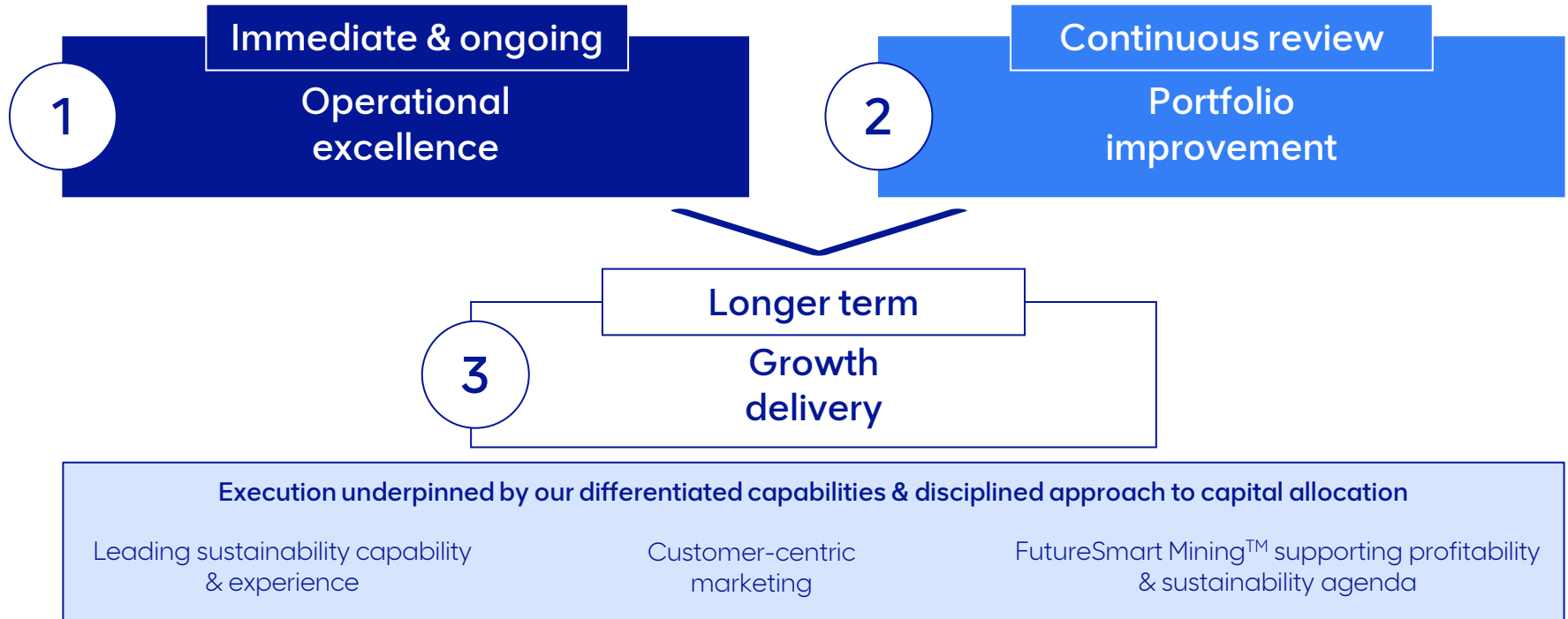


Issued an **Immediate call-to-action** to the global business

Investing in **improving the impact** of the **front-line supervisors**

Continued investment in **innovative technology and design** to keep our people out of the line of fire

Sustainability central to strategic value delivery



Leading sustainability capabilities unlock value

Strategic: evolution of portfolio and business

Operational: effective & efficient delivery on-the-ground



Resource access

Navigating complex permitting requirements

Quellaveco, Woodsmith, Sakatti



Market access

Access to finance; €745m sustainability linked bond

Customer value



Workforce talent

Talent retention in competitive labour market

Employee motivation & alignment



Resilient Production

Prepared for a changing climate

Strengthened stakeholder trust



Efficiency

Lower cost of critical inputs

Reduced closure costs through integration of rehabilitation into operational planning

2023 sustainability performance

Helena Nonka



Our Sustainable Mining Plan at the heart of our strategy



Collaborative Regional Development

Our Critical Foundations

Leadership and culture

Zero harm

Human rights

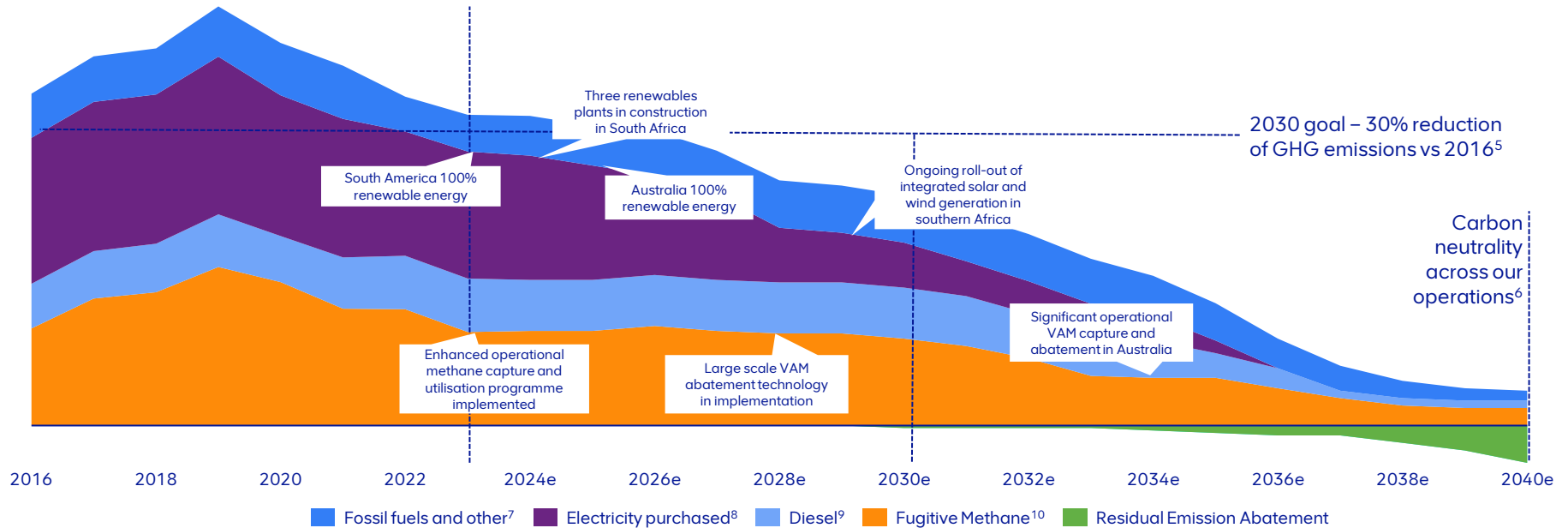
Inclusion and diversity

Group standards and processes

Compliance with legal requirements

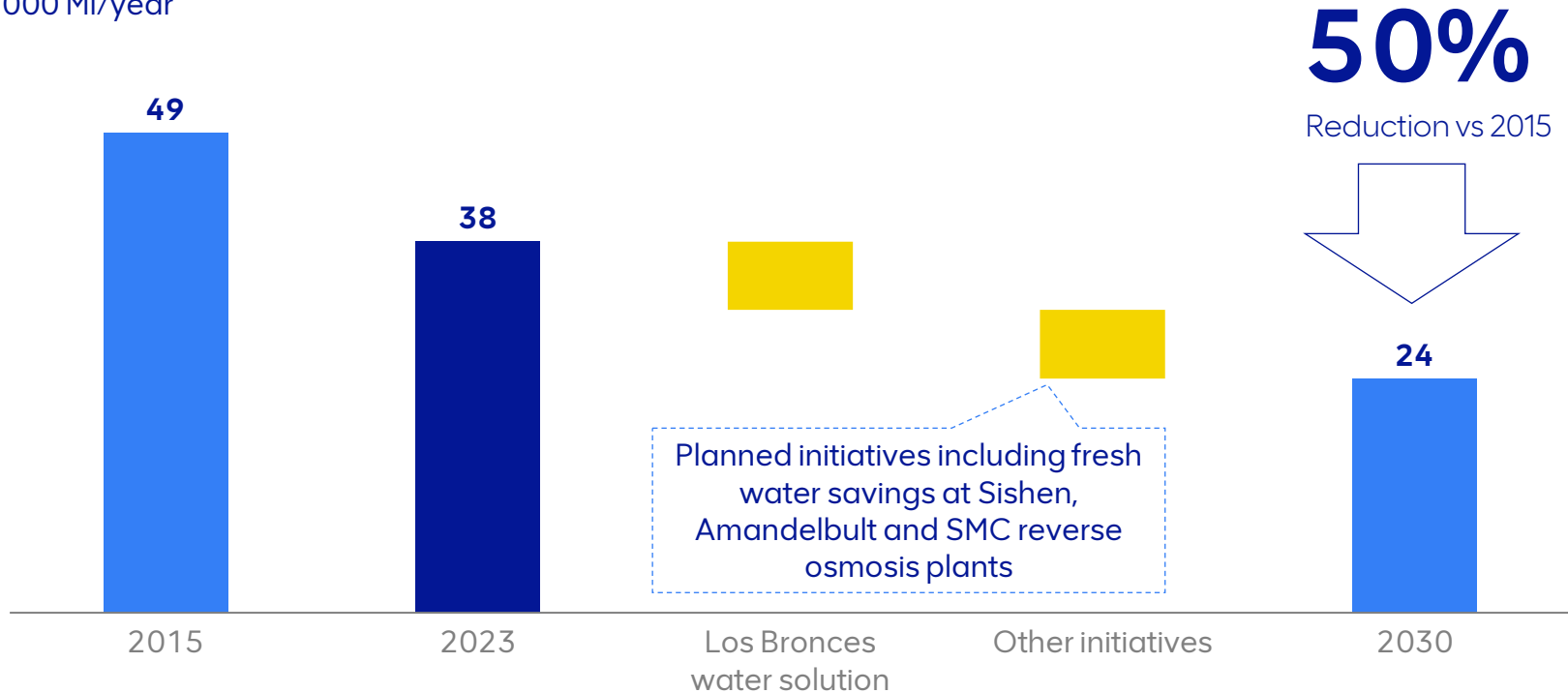
Current pathway to operational carbon neutrality

Scopes 1 & 2 - GHG emissions (current portfolio)



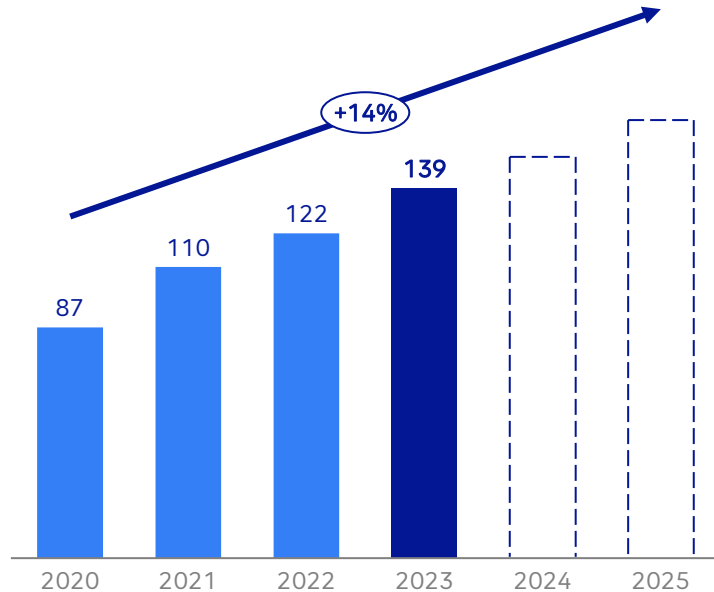
Consistent progress against water reduction target

Fresh water withdrawal from water scarce regions¹¹
'000 MI/year



Supporting our communities

Cumulative number of jobs supported¹²
off-site (000's)



Social Way management system providing **strong foundations** to support recent restructure

Robust **Stakeholder Engagement** framework to support **transparent dialogue**

Established platforms for social response activities

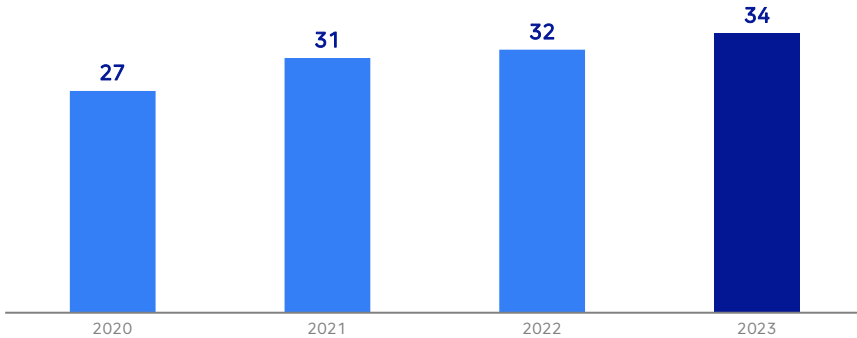
Implementation at scale leveraging **partnerships** for impact greater than we could achieve alone

Sustainable funding and delivery models including catalytic capital through Impact Finance Network **leveraging \$15 from third parties for every \$1 spend** to support jobs

Building on firm foundations as a trusted corporate leader

Women in management

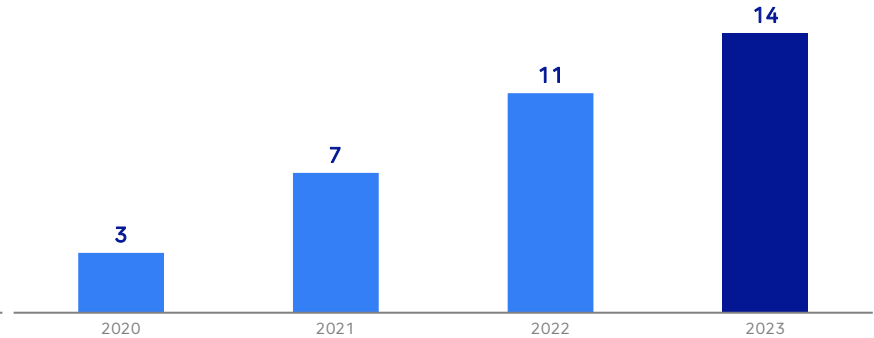
Women in management (B5 and above) (%)¹³



Exceeded 2023 target of 33% to achieve **34% women in management**

Listed in **Bloomberg Gender Equality Index**

3rd party certifications



14 operations assured against recognised responsible mine certification systems with target of **19 operations by 2025**

6 sites achieved IRMA 75 on responsible mining certifications

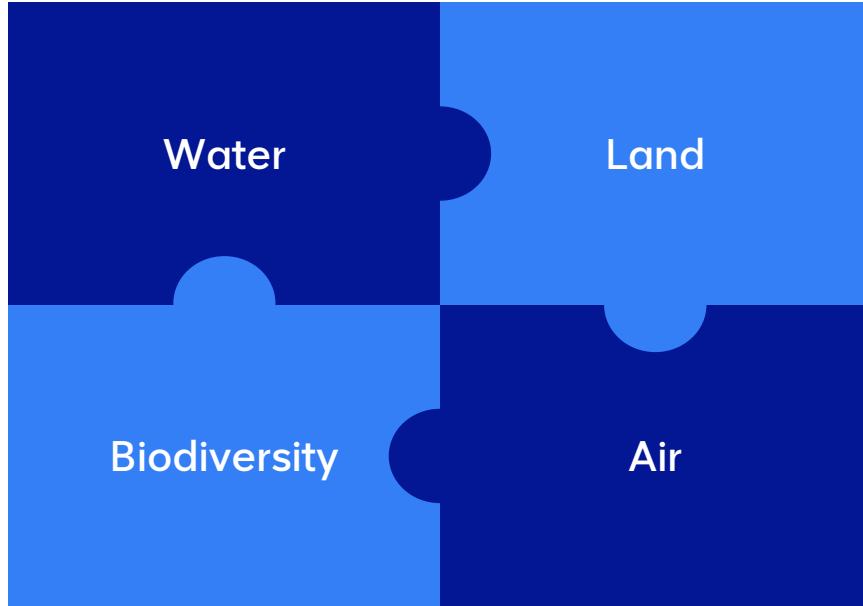
Sustainability unlocking value: Nature

Helena Nonka

Ian Hudson



Business health dependent on a healthy environment



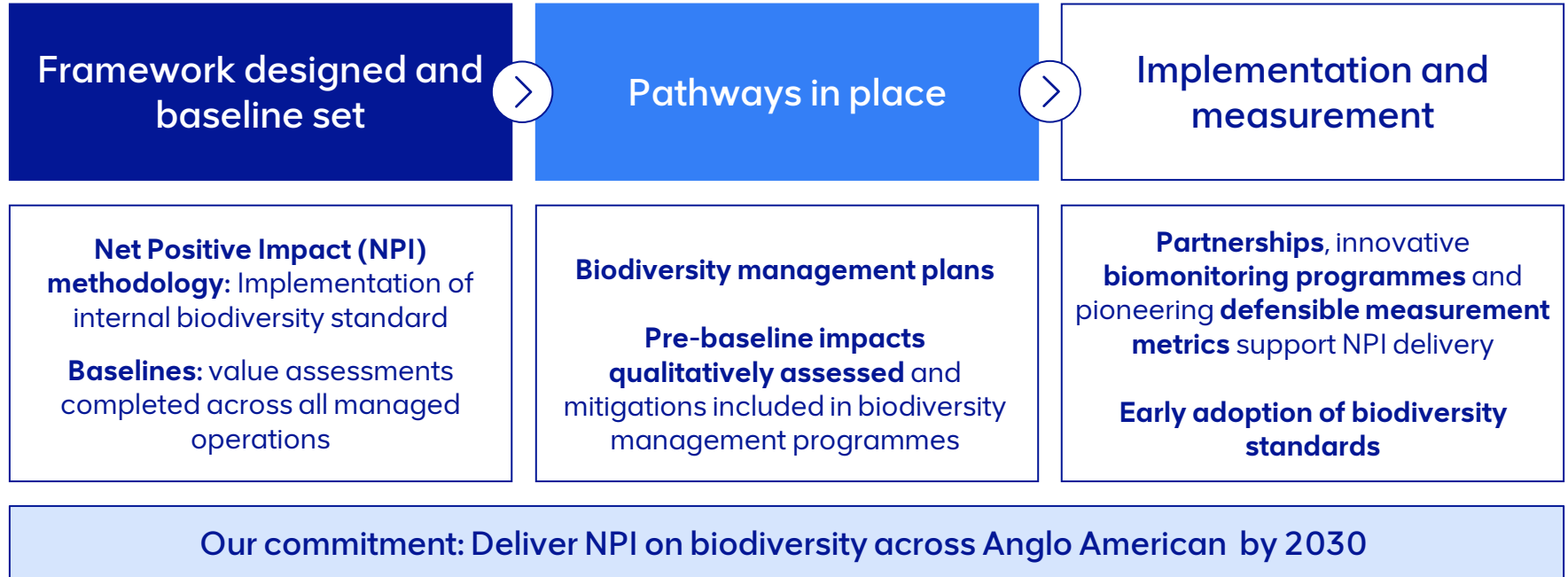
Interdependency with nature

Nature supports socio-economic development

Integrated into strategic objectives

Supports resilient operations

Integrated approach to nature



Unlocking value through rehabilitation

Cost efficiencies



Rehabilitation programs **integrated into operational planning functions**

Progressive rehabilitation can reduce up to 70% of material movement closure costs

Using **innovation** to improve outcomes and monitor progress, increasing climate resiliency

Environmental benefits



Lower **carbon emissions** through optimised material movements

Reduced impacts of **dust and noise with improved water management** and visual amenity

Improved **biodiversity and ecosystem outcomes** from maintaining topsoil integrity, promoting habitat restoration.

Socio-economic development



Supporting **local capabilities** with co-benefits for community and environment

Post-mining land-use **job creation** opportunities for rehabilitation areas

Building multi-partner programmes that have **positive impacts at the landscape level beyond our site boundaries**

Carbon Forest - Mata Atlántica Reforestation

Restoration and recovery



Mata Atlántica, near Minas-Rio, in Brazil is a **biome as rich as the Amazon rainforest**

10% of original forest remains due to decades of non-mining activities

Playing a role in recovery with **options to scale to replanting in excess of 2000ha p.a. and removing ~ 600kt CO₂e**

Environmental benefits



Nature-based solution innovation

Carbon sequestration through a restored and reforested ecosystem

Biodiversity gain in key habitats; improved soil and native species

Socio-economic development



Building **local capabilities** for co-benefits for community and environment

New business models with nature at the heart

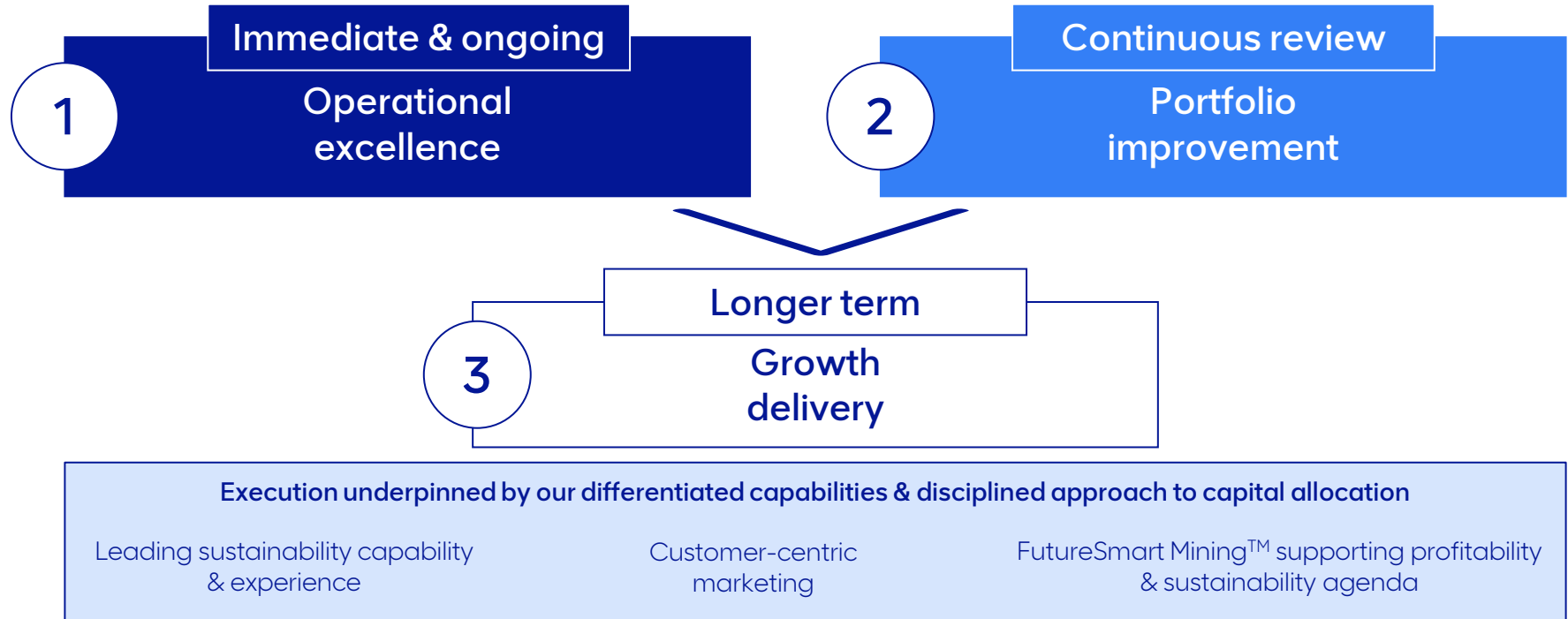
Training people and engaging with academic **capacity building**

Closing messages

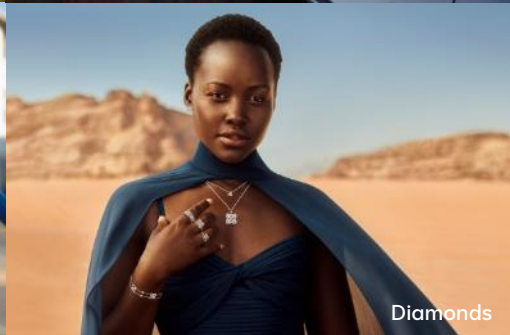
Duncan Wanblad



Sustainability central to strategic value delivery



To ask a question



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Conference ID: 5713971

Footnotes

1. Data relates to subsidiaries and joint operations over which Anglo American has management control. Data excludes results from De Beers' joint operations in Namibia and Botswana.
2. Total Recordable Injury Frequency Rate per million hours worked.
3. 2021 fatalities was previously restated as a colleague tragically passed away in 2022 following complications after an accident in 2021.
4. Environmental incidents are classified in terms of a 5-level severity rating. Incidents with medium, high and major impacts, as defined by standard internal definitions, are reported as level 3-5 incidents.
5. 2030 target based on an absolute reduction in GHG emissions across the business vs 2016 baseline adjusted for structural changes.
6. Targets and guidance as announced on 7 May 2020.
7. CO₂ from fossil fuel consumption (excluding diesel) used in processing, and other activities.
8. CO₂ emissions from electricity consumption (all Scope 2).
9. CO₂ sub-set from fossil fuel consumption.
10. Fugitive emissions from steelmaking coal mining.
11. Fresh water is naturally-occurring water that meets the criteria Water Accounting Framework (WAF) Category 1, excluding precipitation and runoff which reasonably cannot effectively be prevented from entry into our operational processes.
12. Jobs supported since 2018, in line with the Sustainable Mining Plan Livelihoods stretch goal.
13. By the end of 2023, we exceeded our consolidated target of 33% female representation across the business for our management population, reaching 34%. However, for female representation for those on the Executive Leadership Team and for those reporting into an Executive Leadership Team member, we achieved 25% and 29%, respectively. The company is committed to building female representation in our Executive Leadership Team and those reporting to them. We have seen positive improvements year on year on other key performance metrics such as the percentage of women in the workforce which increased to 26% in 2023 (2022: 24%).



Appendix



Active route to a more sustainable world

2020	2021-23	2025	2030	2040
<p>8% energy efficiency¹ ✓</p> <p>22% saving in GHG emissions¹ ✓</p>	<p>SA Thermal Coal demerger completed² ✓</p> <p>Cerrejón sale of shareholding completed² ✓</p> <p>Advisory Resolution on Climate Change Report at 2022 AGM ✓</p> <p>Envusa Energy³ – launched pipeline of >600 MW of wind and solar projects in South Africa in 2022 ✓</p> <p>100% renewable electricity across South American operations ✓</p>	<p>100% renewable electricity powering Australian operations ✓</p> <p>>45% of Los Bronces water needs, secured from desalination offtake ✓</p> <p>3 jobs off-site for one on-site</p> <p>All operations to undergo 3rd party audits for responsible mine certification</p>	<p>3-5 GW renewable energy generated from Envusa Energy³ in South Africa</p> <p>30% improvement in energy efficiency⁴</p> <p>5 jobs off-site for one on-site</p>	<p>30% absolute reduction in GHG emissions⁴</p> <p>Net positive impact on biodiversity⁵</p> <p>50% Reduction in fresh water abstraction in water scarce areas</p> <p>Carbon neutrality across our operations⁶ & in our controlled ocean freight</p> <p>50% Scope 3 reduction ambition</p>

1. 2020 Energy and GHG (Scopes 1 & 2) savings are calculated relative to projected 'business as usual' consumption levels.

2. The demerger of the South Africa thermal coal operations was completed on 4 June 2021. The sale of Anglo American's 33% interest in Cerrejón was completed on 11 January 2022 following receipt of the relevant regulatory approvals. The agreement was effective 31 December 2020 and, therefore, economic benefits from 1 January 2021 did not accrue to Anglo American.

3. Envusa Energy - a jointly owned company, with EDF Renewables, developing a regional renewable energy ecosystem (RREE) in South Africa. A pipeline of >600 MW of wind and solar projects. In 2023, Envusa Energy made significant progress towards the delivery of solar and wind power to our operations. The three Koruson 2 projects, on the border of the Northern and Eastern Cape provinces, are expected to reach a key milestone - financial close - with the lenders consortium and EDF Renewables, imminently.

4. 2030 target based on an absolute reduction in Scope 1 & 2 GHG emissions across the business vs 2016 baseline adjusted for structural changes. De Beers is targeting carbon neutrality across its operations by 2030.

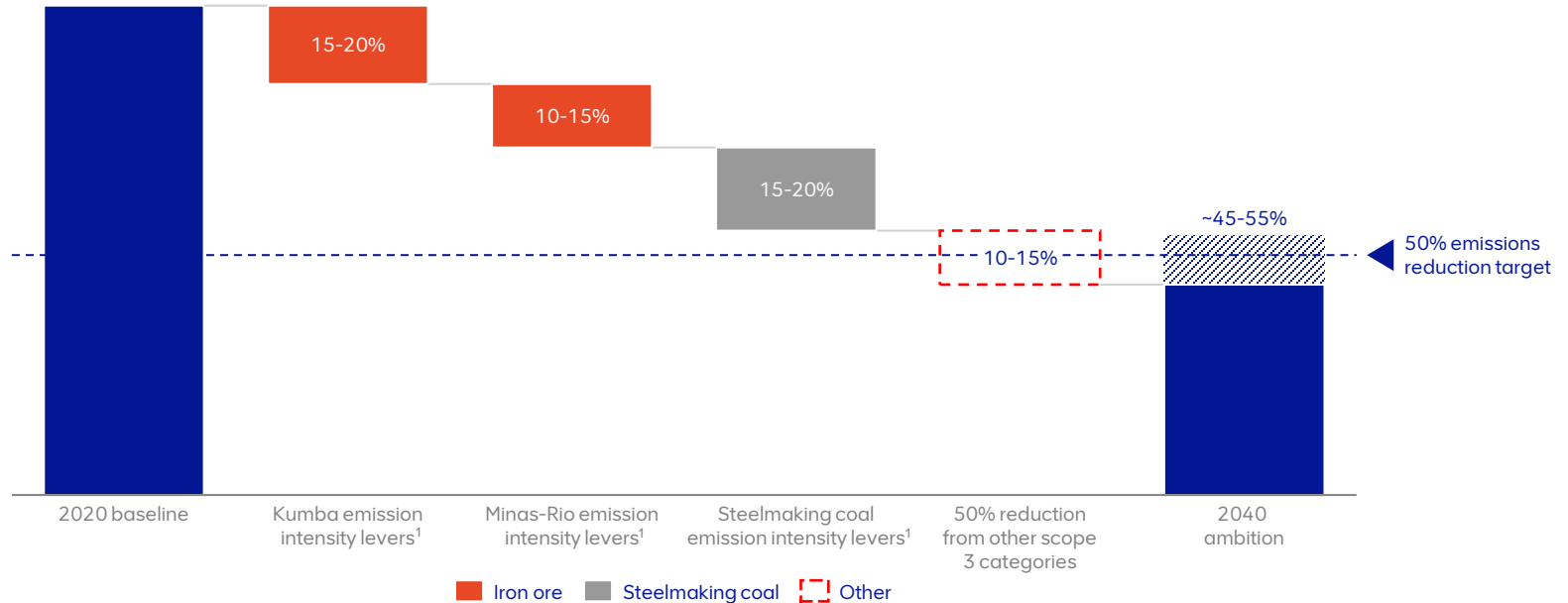
5. Included within Healthy Environment related Global Stretch Goals in Sustainable Mining Plan (<https://www.angloamerican.com/sustainability/environment>).

6. Targets and guidance as announced on 7 May 2020.

For more information on our targets, see our latest Sustainability Report and Climate Change Reports.

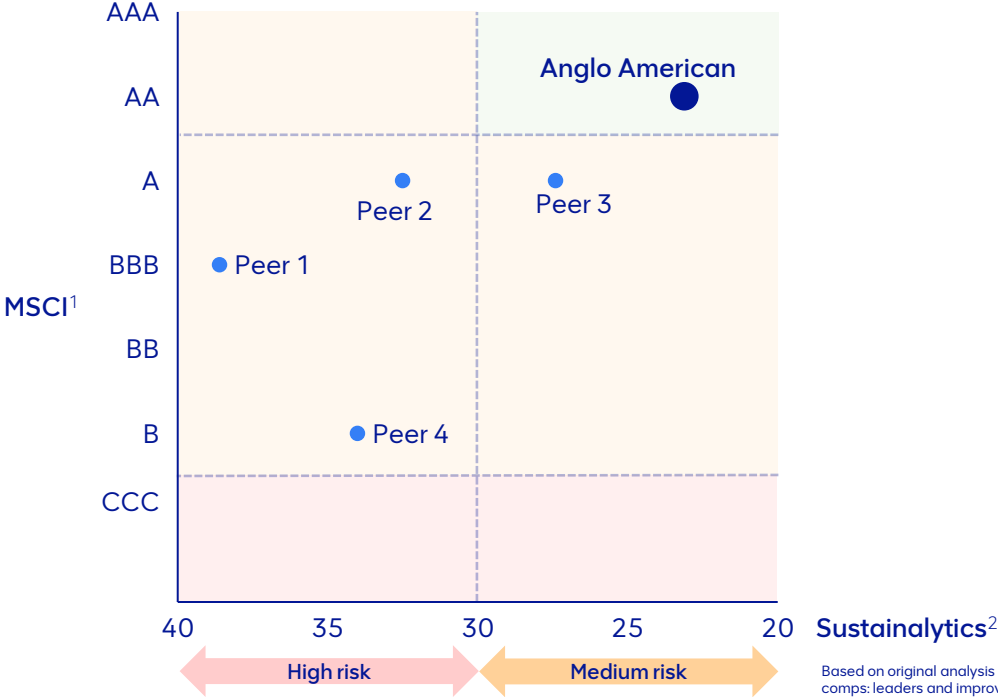
Ambition: 50% reduction in Scope 3 emissions by 2040

Driving scope 3 emissions reduction within our sphere of influence and control



1. Emission intensity levers refer to the tools and mechanisms Anglo American can use to reduce emissions

Our ESG ratings reflect our leading capabilities in sustainable mining



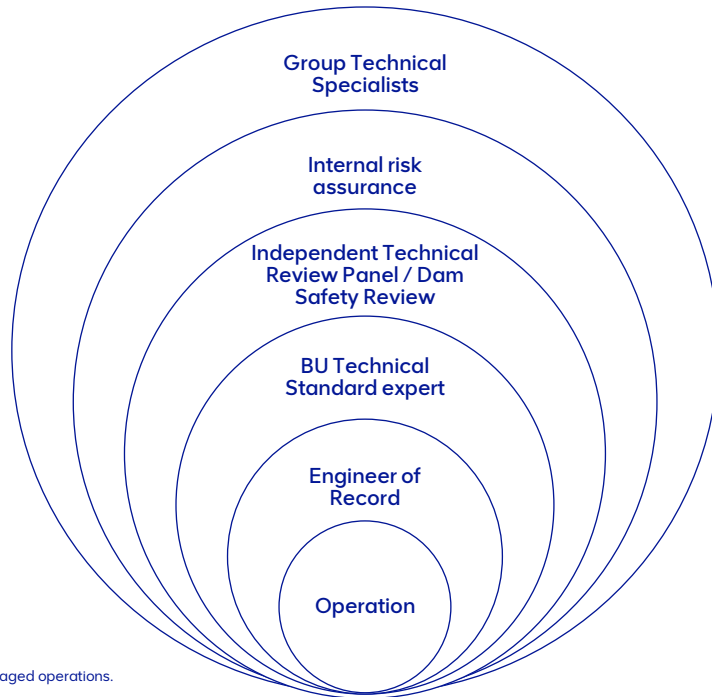
Based on original analysis prepared by Barclays in their research note "ESG comps: leaders and improvers" dated 31 January 2024.

1. MSCI ESG Ratings data obtained from Bloomberg as at February 2024.

2. Sustainalytics ESG Risk Ratings. At the date of the last report Anglo American was ranked 3rd percentile for the diversified metals and mining sub-industry.

Processed Mineral Residue Facilities safety management

Managing Processed Mineral Residue Facilities safely



1. Managed operations.

Processed Mineral Residue Facilities in our portfolio¹

57

Managed facilities

21

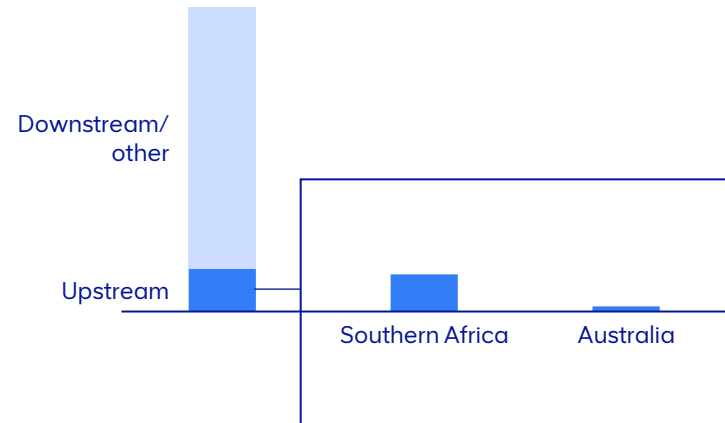
Facilities inactive or in care & maintenance

27

Facilities in active use

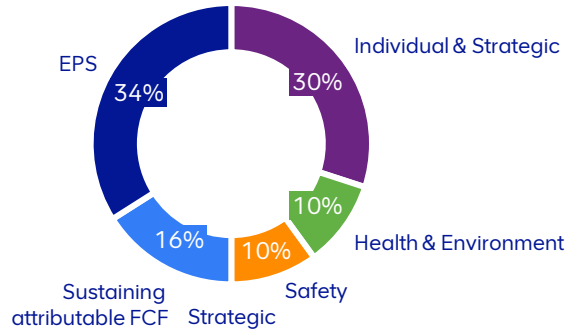
9

Facilities closed or rehabilitated

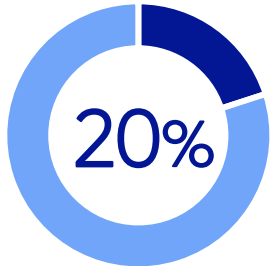


ESG integrated into management remuneration

SHE targets in annual bonus



ESG targets in LTIPs



All employees under the Group bonus scheme & local site-specific operational bonus schemes are incentivised on safety

30% strategic & individual measures that can contain additional ESG-linked metrics

LTIPs include metrics incentivising delivery of:

- Creating renewable energy supply for sites
- Reduction in GHG emissions
- Reduction in the abstraction of fresh water in water scarce areas
- Targets for off-site jobs supported for each on-site job
- Mines being assured against recognised responsible mining standard

Measuring our ESG progress: 2023 targets¹

Pillar of value	Metric	2023	2022	Target	Target achieved
Safety & health	Work-related fatal injuries	3	2	Zero	Not achieved
	Total recordable injury frequency rate per million hours	1.78	2.19	Reduction year on year	On track
	New cases of occupational disease	15	5	Reduction year on year	Not achieved
Environment	GHG emissions - Scopes 1 & 2 (Mt CO ₂ e)	12.5	13.3	Reduce absolute GHG emissions by 30% by 2030	On track
	Fresh water withdrawals (ML) ²	38,040	35,910	Reduce fresh water abstraction in water scarce areas by 50% by 2030	On track for 2030 target
	Level 4-5 environmental incidents	0	0	Zero	On track
Socio-political	Social Way 3.0 implementation ³	73%	66%	Full implementation of the Social Way 3.0 by end 2022	Behind schedule
	Number of jobs supported off site ⁴	139,308	114,534		
	Local procurement spend (\$bn) ⁵	13.0	13.6		
	Taxes & royalties (\$m) ⁶	5,081	5,893		
People	Women in management ⁷	34%	32%	To achieve 33% by 2023	Achieved ⁷
	Women in the workforce	26%	24%		
	Voluntary labour turnover	3.5%	3.6%	< 5%	On track

- The following sustainability performance indicators for year ended 31 December 2023 and the prior period are externally assured: work-related fatal injuries; TRIFR; GHG emissions; and fresh water withdrawals.
- Fresh water withdrawal data can vary year-on-year due to seasonal variations in hydrological cycles, production profiles & operational requirements. The fresh water savings projects & initiatives are on track to achieve our 2030 water reduction targets, with a reduction to date of 22% against the 2015 baseline (48,666 ML).
- While sites are assessed annually against all requirements applicable to their context, for consistency during the transition period, the metric reflects performance against the Social Way foundational requirements. For further information on progress, see Socio-political commentary on page 4 of the full year results press release.
- Jobs supported since 2018, in line with the Sustainable Mining Plan Livelihoods stretch goal.
- Local procurement is defined as procurement from businesses that are registered and based in the country of operation – also referred to as in-country procurement – and includes local procurement expenditure from the Group's subsidiaries and a proportionate share of the Group's joint operations, based on shareholding.

- Taxes and royalties include all taxes and royalties borne and taxes collected by the Group. This includes corporate income taxes, withholding taxes, mining taxes and royalties, employee taxes and social security contributions and other taxes, levies and duties directly incurred by the Group, as well as taxes incurred by other parties (e.g. customers and employees) but collected and paid by the Group on their behalf. Figures disclosed are based on cash remitted, net of entities consolidated for accounting purposes, plus a proportionate share, based on the percentage shareholding, of joint operations. Taxes borne and collected by equity accounted associates and joint ventures are not included.
- By the end of 2023, we exceeded our consolidated target of 33% female representation across the business for our management population, reaching 34%. However, for female representation for those on the Executive Leadership Team and for those reporting into an Executive Leadership Team member, we achieved 25% and 29%, respectively. The company is committed to building female representation in our Executive Leadership Team and those reporting to them. We have seen positive improvements year on year on other key performance metrics such as the percentage of women in the workforce which increased to 26% in 2023 (2022: 24%).

Sustainability summary

Sustainability twice-yearly update presentations

→ For presentations and webinar replays, visit:
[angloamerican.com/investors/investor-presentations](https://www.angloamerican.com/investors/investor-presentations)

Our 2023 reporting suite

You can find the below reports and others, including the Tax and Economic Contribution Report and the Ore Reserves and Mineral Resources Report on our corporate website on the 4 March 2024

→ For more information, visit: [angloamerican.com/investors/annual-reporting/reports-library](https://www.angloamerican.com/investors/annual-reporting/reports-library)



FutureSmart Mining™

To deliver on our Purpose, we are changing the way we mine through smart innovation across technology, digitalisation and sustainability through our Sustainable Mining Plan

→ For more information, visit:
[angloamerican.com/futuresmart/futuresmart-mining](https://www.angloamerican.com/futuresmart/futuresmart-mining)
[angloamerican.com/sustainability/our-sustainable-mining-plan](https://www.angloamerican.com/sustainability/our-sustainable-mining-plan)

Sustainability-linked financing framework

→ For more information, visit:
[angloamerican.com/investors/fixed-income-investors/slb-investor-downloads](https://www.angloamerican.com/investors/fixed-income-investors/slb-investor-downloads)



Other relevant sections of our website include

- ESG summary factsheets: [angloamerican.com/investors/esg-summary-factsheets](https://www.angloamerican.com/investors/esg-summary-factsheets)
- Sustainability: [angloamerican.com/sustainability](https://www.angloamerican.com/sustainability)
- Approach & policies: [angloamerican.com/sustainability/approach-and-policies](https://www.angloamerican.com/sustainability/approach-and-policies)
- Social Way: socialway.angloamerican.com/en
- Leadership & culture: [angloamerican.com/sustainability/people](https://www.angloamerican.com/sustainability/people)
- Inclusion & diversity: [angloamerican.com/sustainability/people/diversity-and-inclusion](https://www.angloamerican.com/sustainability/people/diversity-and-inclusion)



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